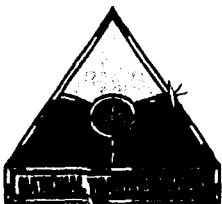


DIRECTORATE OF CONTRACTING

NTC/ITT Partnering for Success

7 December, 1998

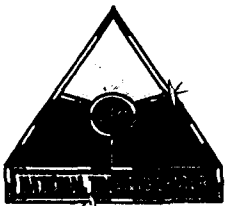


Bill Mills
Logistics Support Services Contract
Contracting Officer

Lead-Train-Win

Partnering

**Goal: Promote NTC/ITT
communication and teamwork**



Lead-Train-Win

Pre-Partnering

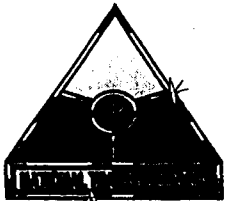
- **Contract environment was:**
 - **Adversarial**
 - **Suspicion**
 - **We/They**
- **Result:**
 - **Volumes of paperwork**
 - **Cost**
 - **Impact on performance**



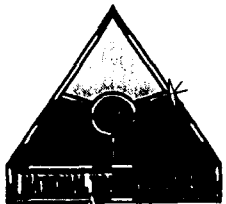
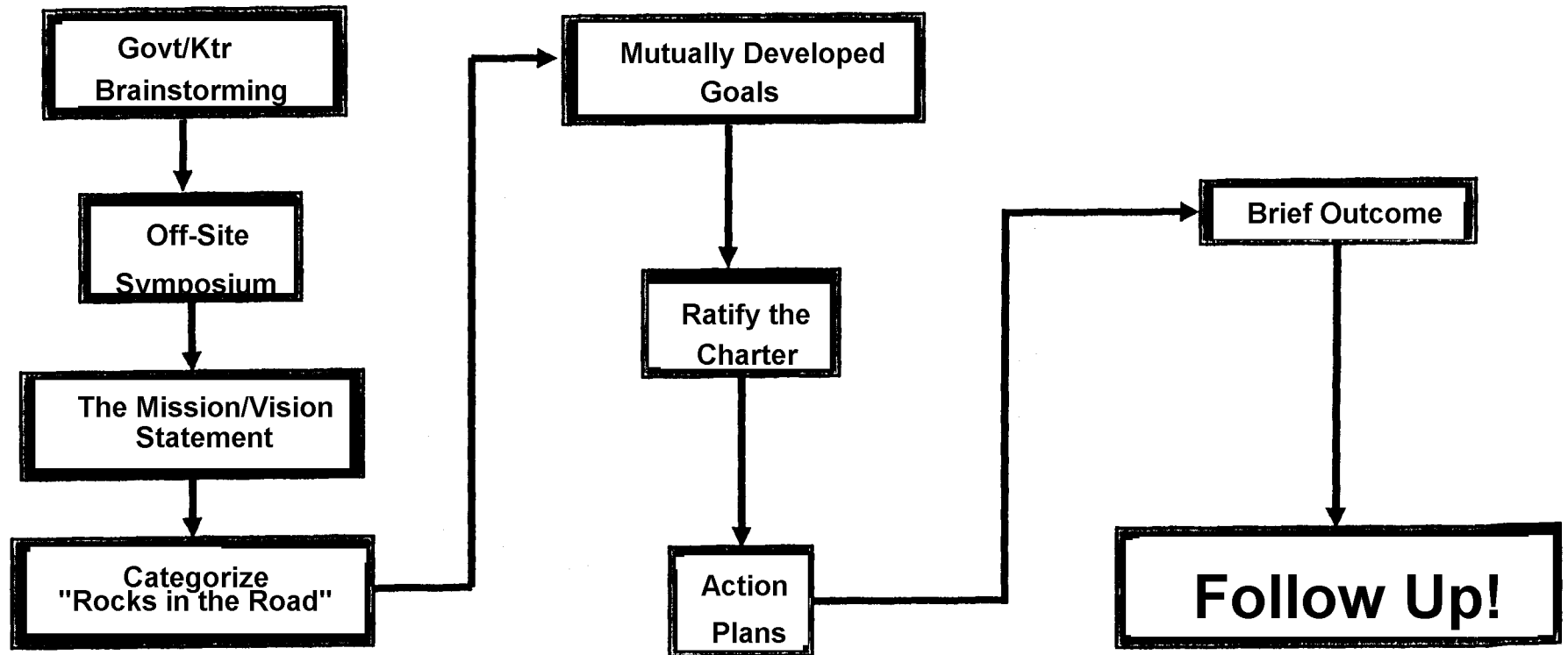
Lead-Train-Win

Benefits of Partnering

- **Established mutual goals and objectives**
- **Built trust and an environment for open communication**
- **Eliminate surprises**
- **Anticipate and resolve problems early**
- **Avoid disputes**
- **Focus on mutual interests of NTC/ITT**



The Partnership Process



Lead-Train-Win

Partnering is Not:

- **A panacea**
- **A one way street**
- **Successful without total commitment**
- **Partnering does not supercede contractual rights**
- **Inconsistent with statute, regulations, or contrary to government business interests**



The Team

Customer

- *COL David Booze
- *LTC Jonathon Lake
- *LTC William Pratt
- *LTC Douglas Glover
- LTC Alvin J. Thomas
- MAJ Steven McGurk
- Mr. Harry Keys
- Mr. Perry Marsh
- Mr. Gary Ratliff

DOC

- *LTC Michael Henry
- Ms. Tammy Sanchez
- Ms. Marcia Cruz
- Mr. William Mills
- Mr. Gary McManigal
- Mr. John Maddox

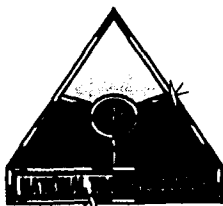
Contractor

- *Mr. Billy Kyle
- Mr. Vern Metzger
- Mr. Elmer Elliott
- Mr. Don Black
- Mr. Barry Ludd
- Mr. Ronnie Lawson
- Mr. Tony Scott
- Mr. Terry Mullin
- Mr. Bob Webb
- Mr. J.B. Swindell

• Facilitators

- Mr. Herb Wolverton
- MAJ Wallace Celtrick

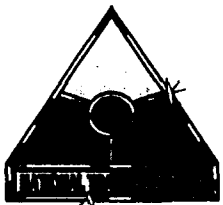
* Executive Steering Grp



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The Process

- **NTC and ITT agree to partner**
- **Identify the participants**
 - **Commanders**
 - **Managers**
 - **Leaders**
- **Select a facilitator**
 - **Select a site (Neutral site)**
- **Prepare for the symposium**
 - **Familiarity with contact**
 - **Brainstorm “Rocks in the Road”**



The Process

Symposium:

- **Icebreaker**
- **Roles and responsibilities**
- **Categorized the rocks**
- **Based on categories - developed goals**
- **Determine action needed to accomplish goals**



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The Process

Symposium continued:

- **Executive Steering Committee developed a mission statement**
- **Team consensus on Mission Statement**
- **Built Principles**
- **Partnering Agreement Signed**
- **Developed Action Teams & Appointed Action Officer**



MISSION STATEMENT

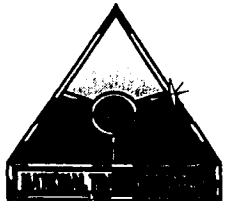
We the U.S. Army, National Training Center & ITT Federal Services Corporation, Fort Irwin, are a committed team based upon mutual trust, cooperation and understanding, that provides world class logistics in support of the National Training Center training mission.



Lead-Train-Win

PARTNERING GOALS

1. **Communications:** Conduct effective and complete communication that facilitates an understanding of our environment which links the National Training Center and Logistics team's, (both Government and Contractor) mission to requirements and processes to the lowest level of providers and receivers.
2. **Contract:** Improve the understanding of the contractual instrument within the team; improve management of the contract to facilitate successful contract performance in a manner that supports the National Training Center mission.



PARTNERING GOALS

3. Process: Develop, implement assess and improve to maintain clear and precise procedures / processes that reflects the way business is conducted and ensures efficiency and quality in executing our mission requirements.

4. Quality: Develop, implement, assess and improve a quality assurance and control system that ensures processes produce efficient quality products and services which meet mission requirements.

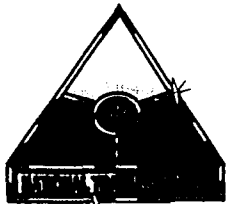
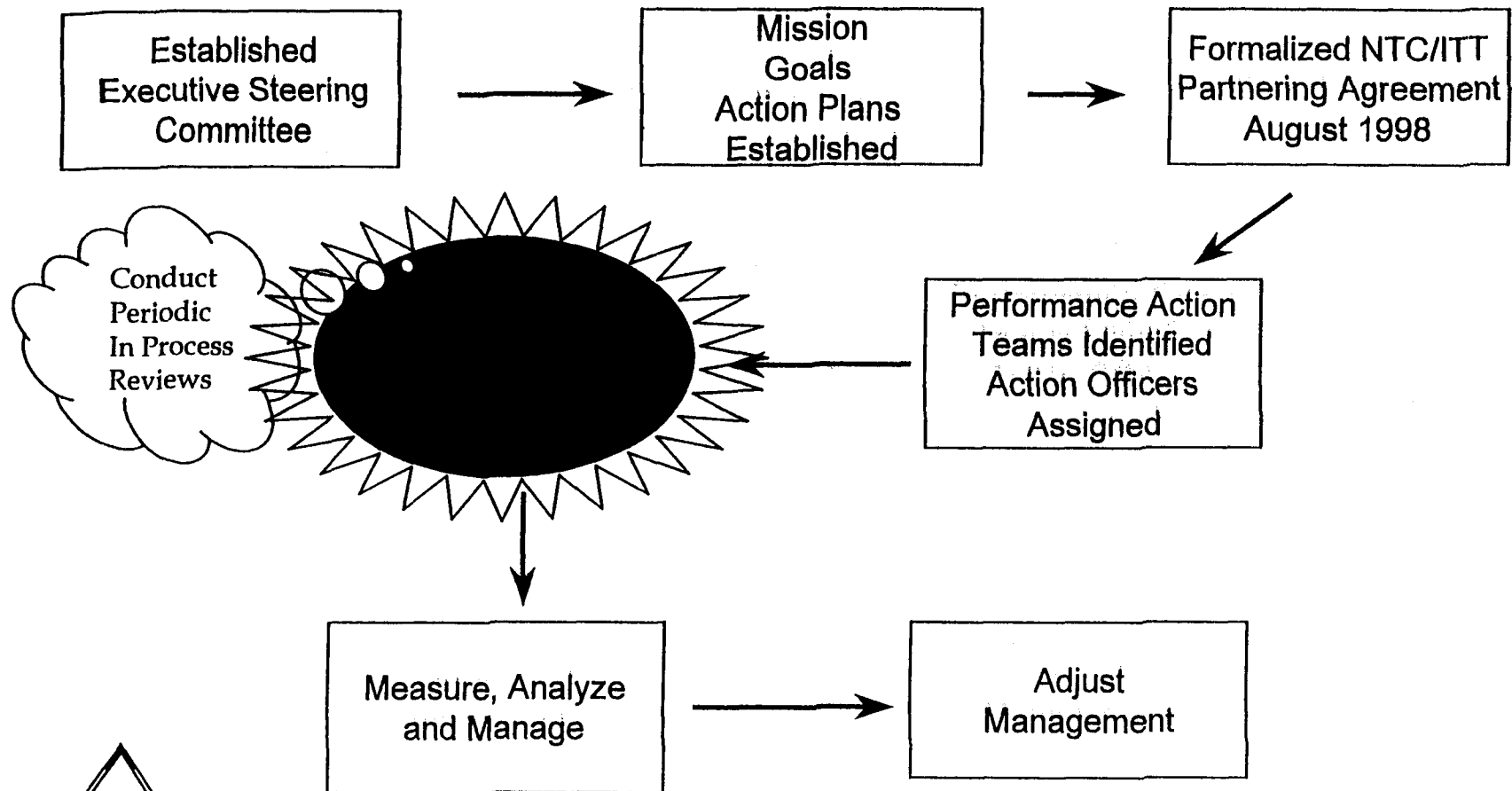


PARTNERING GOALS

5. **Constraints:** **Work together to reduce the impact of resource constraints on mission requirements.**



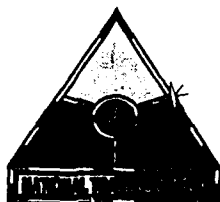
Partnering - NTC/ITT



Lead-Train-Win

Action Plans

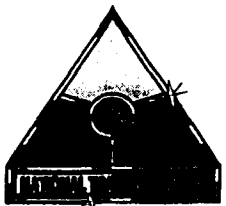
<u>Contract</u>	<u>Communication</u>	<u>Processes</u>	<u>Quality</u>	<u>Constraints</u>
Validate Contract Reqmts reflect mission rqmts	Define & Flow Existing Commo Lines/Processes	Equipment Maintenance Procedures	ITT Develop & Implement QC Program	Validate contract workload & manpower rqmts
Develop Comprehensive Ed Program	Assess & Develop Improvement Initiatives	Installation Supply Support Activity Procedures	DOC Develop QA Program, access QC Program	Negotiate & adjust contract as appropriate
	Assess Info & Data Reqmts, incl. Meetings	Inventory Procedures	TSC Revise Surveillance - Rely on ITT QC	Update MTOE/TDA & Contract TE
	Increase awareness of contract requirements	STAMIS - Operation & Interface Procedures		Develop long & short range modernization program
	Develop/Expand media to inform the "Force"	Class IX Procedures		Define funding rqmts & explore alternatives to reduce costs
	Re-establish Bi-weekly TSC Meeting			



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Principles

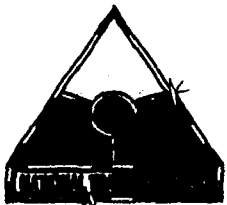
- 1. We will jointly work Logistics processes and appropriate metrics, to ensure Mission requirements are satisfied efficiently and effectively with positive effects on customer satisfaction.**
- 2. We will participate and contribute equally in all team activities.**
- 3. We will empower managers and supervisors to make decisions at the lowest level. Our leaders are entrusted to make decisions given the mission and resources provided to them.**



Lead-Train-Win

Principles

4. We will make decisions using a common set of mutually established criteria, and strive for consensus and a win/win approach to problem solving.
5. We be proactive partners in programs to reconcile the differences between traditional DOD levels of formerly acceptable performance and the higher levels of formerly performance which are emerging from progressive technology applications.
6. We will empower joint Process Action Teams, wherever possible, to make decisions and improvements that are warranted and compatible with good business practices.



Lead-Train-Win

Principles

- 7. We will ensure that skills required for good teamwork and problem solving are present in all team members through skill building and training.**
- 8. We will jointly recognize positive team activities and results.**
- 9. We will work together to minimize the impact of the cultural change required to move from the traditional approach of inspection, detection, and correction of unacceptable events, actions, and results to a preventive approach to improving quality.**

